

MAKING GOVERNMENT WORK BETTER COMMITTEE

**Executive Summary
December 8, 2004**

The meeting was convened at 2:40 PM

a. Family Camp - (Auditor) (heard out of order)

Upon motion of Councilmember Reed, seconded by Councilmember LeZotte, the committee accepted the Staff report with the direction to add an additional recommendation for cost recovery to include replacement and maintenance as well as capital needs of the facility, and return to the Committee after the summer season.

b. Major IT Projects Update – (Information Technology)

Upon motion of Councilmember Reed, seconded by Councilmember LeZotte, the Committee accepted the Staff report.

c. Oral Petitions

None

d. Adjournment

The meeting was adjourned at 4:15 P.M.



Councilmember Nora Campos
Making Government Work Better Committee

MAKING GOVERNMENT WORK BETTER COMMITTEE

Meeting Report
December 8, 2004

PRESENT: Chair Nora Campos, Councilmember Chuck Reed, Councilmember Linda J. LeZotte, Councilmember David Cortese

STAFF: Kay Winer, Jennifer Carlino, Christine Silva-Burnett, Jerry Silva, Chris Constantin, Eduardo Luna, Scott Johnson, Danielle Kenealey, Jim Helmer, Sara Hensley, Randy Cooper, Julie Mark, Joe Horwedel, Cecil Lawson, Michael Ho, Dan Kadomoto, Art Capigan, Gil Dovalina

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b. Family Camp - (Auditor) (heard out of order)

Jerry Silva, City Auditor introduced Eduardo Luna, Supervising Auditor to give an overview of the report. Auditor's staff made a field visit to San José Family Camp in August 2004. He stated that approximately 4,400 campers attended this season; and of those, 30% were non-residents. The campground is operated with a US Forest Service permit. Family Camp rates are \$44.00 per night, per adult to include three meals a day. These rates are low in comparison to other nearby cities. The objective of the audit was to review operations and identify facility issues that needed to be addressed. Auditor's staff found:

- Physical infrastructure – neglected and deteriorating
- Debris and unused equipment and furnishings. Also noted: A Native American grinding stone was found at the dumping area.
- Relationship with Friends of San José Family Camp needs improvement
- Total number of tents and buildings exceeds US Forest Service permit limits
- Staffing issues – including per diem versus hourly wage, after hour drinking, under 18 age volunteers
- Reservation policy (issues) – including campers bringing extra guests, non-resident campers using resident rates, long waiting lines for registration

Other issues noted were 1) dining hall capacity of 193 persons with an average daily camp attendance of 215, 2) a lack of complete and accurate inventory of tools, materials and equipment on premises, 3) pornographic picture displayed in staff tent and, 4) unsafe railing in camper tent. The Auditor's recommendations are:

- Conduct a physical needs assessment of camp facilities to identify health and safety issues
- Upgrade camp staff housing
- Conduct a thorough camp clean-up to remove unused equipment and furnishings
- Develop budget estimate for repairing deck railings, water tanks and amphitheatre

- Reconcile permitted camp tent platforms with US Forest Service Permit. Remove non-permitted tent platforms or obtain permit amendment to allow for additional platforms
- Make good faith effort to reach an agreement or memorandum of understanding with Friends of San José Family Camp to determine appropriate role of organization
- Ensure compliance with City policies concerning substance abuse and sexual harassment
- Ensure a reasonable staffing pattern and compliance with labor laws
- Reassess practice of using underage volunteers
- Review and revise reservation policy to deal with extra campers, non-resident campers and minimize registration waiting period
- Conduct and maintain inventory of tools and equipment

Auditor's staff reviewed these with the Administration and they concurred with the 11 recommendations.

Chair Campos expressed concern that it took an audit for these issues to come to light and thanked Auditor's staff for the report. Sara Hensley, Director PRNS stated that Staff was at fault for not following up with some of these issues prior to having an audit. Staff worked closely with the Auditor's office and has been proactive this year to address these issues.

Julie Mark, Deputy Director PRNS introduced Gil Dovalina (permanent camp manager) and Art Capigan (interim camp manager). Staff conducted a 72-day summer season that served 4,440 campers. Camper evaluations gave staff a 61% overall satisfaction rating, higher than expected during the transition period. Much of Staff's efforts this past season were spent in aligning volunteer alcohol and facility use practices with the City's policies. Interim staff were hired and trained and a permanent manager was retained. All utilities and facility systems were connected and tested and the camp prepared by April, which was a significant workload. Over the winter season, due to weather conditions, the camp is subject to a great degree of damage from weather conditions. Staff repaired and upgraded the priority health safety and facility issues, installed ramps and met with regulatory agencies and reviewed the new management.

The 2005 workplan will concentrate on rebuilding the base operations, including the recommendations from the Auditor. Staff will increase outreach to ensure that campers, staff and volunteers all have equal opportunities and revise the pre-registration policy to avoid the problems experienced this year. Staff also plans to upgrade the water system and address the health and safety issues. In 2006, the workplan will focus on adopting the appropriate American Camping Association's (ACA) operating standards and Staff would like to increase the overall customer satisfaction rating to 75% and pursue increasing spring and fall programming. Staff would like to complete a facilities master plan in time for renewal discussions with the forest service when the agreement expires in 2007. Also included are plans to implement facility maintenance programs and business plan with upgrades to key areas such as the kitchen, staff housing area and building upgrades.

Sara added that there is a lot of work left to do and Staff is committed to that and thanked the Auditor and auditor's staff for taking on the audit at her request. Chair Campos asked why it took an audit for these issues to come to light. Julie replied that a detailed audit has not occurred previously. In the past, the focus has been on the longer-term capital program with upgrades to

the restrooms, kitchen, scullery and water treatment plant and not as much attention paid to the operational side.

Councilmember Cortese commented that the increase in the customer satisfaction level is good, but would like to see a goal more in the 90% range. He stated that he hopes, due to the extensiveness of the audit recommendations, there is not an overreaction to the capital side as there are easy remedies such as repairs versus rebuilds that could be made. He asked if maintenance could be effectively supervised during the year citing that an archeological relic having been left at a dumpsite as something that maintenance personnel should be able to handle. Sara responded that the department should have been using the ACA standards all along and that is something, combined with having the new manager in place that should help prevent some of these issues from recurring in the future. She added that material costs are not as much of an issue as time requirements for staff.

Councilmember Cortese said he would like to see a six-month or one-year evaluation coming back to this committee in order to see where resources are needed. Sara agreed to return to the committee with a one-year evaluation and added that Staff is working on opportunities for sponsorships and partnerships and has received support from colleges that could provide students with backgrounds in natural resources that are interested in internships at Family Camp. Councilmember Cortese suggested that CCOC would be a good place to go for interns. Councilmember Reed added that the San José Conservation Corp would as well. He added that he would like to know how Staff would set up an ongoing enterprise so that it does not become a matter of crisis management, but rather the enterprise takes care of itself. Unsure of whether this is an enterprise or not, he wanted to know if maybe the price that is charged is too low. He stated that what is needed is not just ongoing maintenance, but for those things that wear out. He feels the objective should be a self-funded enterprise and that the per diem form of paying the personnel should be eliminated. He stated it's good there is new management in place and a new system set up. Councilmember LeZotte agreed with Councilmembers Cortese and Reed and expressed appreciation to PRNS and Auditor's staff for all the hard work

Jerry noted that Auditor's staff previewed the presentation with some representatives of the Friends of Family Camp and they were very receptive, positive and committed to working with PRNS in the future.

Chair Campos expressed appreciation for Sara's leadership in the decision to go forward with requesting the audit. She asked if using underage volunteers has been practiced and if so, it would continue to be done. She also wanted to know what measures had been put into place to ensure compliance with the City's substance abuse and sexual harassment policies. Julie replied that Staff is planning to continue to expand training to camp employees on these policies and will include additional supervision for the staff area with chaperones. A lead person will be appointed to enforce the policies to ensure that there is consistency in terms of the application, policy or any discipline necessary. There is a priority to increase off duty staff recreational activities. There are plans to provide for easier Internet access that may include the campers as well. Most operational issues were directly related to having insufficient staff and Gil has put together a plan that will increase the number of lead workers and there is the hope of reaching the optimal total staff number of 65. Staff agrees with the recommendation to no longer allow underage staff or volunteers. The minimum age requirement will now be 18. Councilmember

Cortese stated that he is not sold on the idea that extracurricular activity at a camp should include television or the Internet as the whole idea of camp is to get away from those types of things. Councilmember LeZotte stated that she agrees and thinks it should be reassessed.

Ralph Occhipinti, President, Friends of Family Camp thanked PRNS staff for formally inviting them to this meeting and Auditor's staff for sharing the presentation. He said that Friends of Family Camp have dedicated, skilled, professional maintenance workers, contractors, plumbers, electricians and carpenters standing by who are committed and ready to help in any manner needed for next year.

Upon motion of Councilmember Reed, seconded by Councilmember LeZotte, the committee accepted the Staff report with the direction to add an additional recommendation for cost recovery to include replacement and maintenance as well as capital needs of the facility, and return to the Committee after the summer season.

a. Major IT Projects Update – (Information Technology)

Jim Helmer, Acting Director, IT stated that, since the last quarter, Staff has reduced the number of major IT projects from 10 to seven, with three having been completed. There is positive news on the AMANDA project (permits online); staff has converted it from the older VAX system to the newer, more modern systems. Jim commented that the major IT projects can be considered as mission critical and are enterprise-wide, being relied on by all departments.

Joe Horwedel, Deputy Director PBCE – Planning commenting on the GIS Integration Plan update stated that the GIS city group, in looking at what the next piece would be to bring forward in the budget, is putting together a proposal for parcel data to bring through the CSA. There were no questions on this update.

Councilmember LeZotte stated, regarding the CAD Dispatch System update, she was still concerned and hearing reports about officers being sent to incorrect locations. She wondered if, when counting the number of times this occurs, the number shouldn't be doubled when considering the original call is not being answered. Cecil Lawson, CIO SJPD replied that currently, the police department has a zero backlog of errors out of 800 reports, thus far. When looking at the run rate, there is a 1.1% error rate. Jim added that electronic re-run of the base map is down to three and a half hours.

Councilmember Reed wanted to know if the 1.1% error rate is based on how many calls are received per day or if it pertained to use of the system. Cecil replied that this is the most recent rendering of calls received. Councilmember Reed wanted to know if it has improved over the two months it has been tracked. Randy Cooper, Deputy Chief SJPD replied that it has improved and once a call has been responded to incorrectly, the address gets updated in the system and that error does not recur. Councilmember Reed asked if the problem is then fixed, for good. Jim replied that it's dependent on if or when the physical landscape changes. Cecil added that most streets are numbered in a contiguous manner; and it's not until someone physically goes out to a location before it's known there is nothing at an address before it can be corrected on the map. Councilmember Reed asked if there were more fixes necessary for the map or if it was more of a data problem. Randy replied that the fixes to the map were made as soon as could be done but it

will never be perfect in a city of this size. Jim added that it's important to ensure that staff understands the significance of immediate upgrades and is working with multiple departments to that end. Chair Campos asked if there is a team in place. Jim responded that what Staff is reporting to the CMO is how this is going to be addressed for the long term and will be heard about in the next budget cycle as far as the need to have strategic support systems in place.

Councilmember Reed asked if the major software update to address the mobile and dispatch issues that is taking place in January will resolve most of the substantive problems. Cecil responded that there have been a total of 31 issues on the mobile side that have been addressed and completed, with police officers to be trained by the end of this week. A follow-on update scheduled for January will take place to include additional changes; with a continuing cycle until system stability is reached. Randy added that the dispatchers would be involved with this as well. Jim noted that Public Technology Assessment (PTI) is doing an assessment on behalf of the Administration on the status of the Intergraph CAD System. Councilmember Reed wanted to know if there would be more costs incurred from Intergraph due to the additional work. Randy replied there would not.

There were no questions on the CUSP or CIP Database Project updates.

Jim stated that, regarding class registration, or e-gov, this is still in a holding pattern due to lack of resources and the need to integrate with a financial or a customer call system. Once the new CUSP module is employed, e-gov will be moved forward. Kay Winer, Deputy City Manager suggested taking this item off of the major IT projects update reporting until it is implemented with CUSP. Chair Campos said that she would like the new chair of this committee to make that decision. Councilmember Reed stated that a commendation should be done for the completed IT projects teams. Jim replied this could be done in the January/February timeframe. Councilmember Reed asked if minutes or notes are now being taken for the ITPB. Jim replied that there were. Councilmember Reed wanted to know if we have the right model in place for implementing the mission critical IT projects. Jim replied that some are right, but not all. Kay added that the right model is an inter-departmental, inter-CSA project team, but there are various stages of progress and there is an ongoing amount of work and resources that are required.

Jim stated that there would be a third upgrade of the ITPB charter coming forward in February to include discussion of a different governance model in terms of how major IT projects are initiated and approved. Within the ITPB will be another layer, called the Architectural Committee that will ensure total compliance and segregation of the technology projects in relationship to each other across the city.

Councilmember Reed observed that with the concrete and steel projects, which are much bigger and more complicated than the major IT projects, there is a much better success record; likely based on the high skill/experience level of those associated individuals. There aren't that many individuals with that level of expertise in IT, so maybe the answer is to pull people from departments across the city. Kay noted that, even so, that might not be sufficient; full-time project staff must be made available. Councilmember Reed commented that "having listened to the discussion on moving forward on CUSP and the converged network, it's clear there's a role in the middle for some kind of consultant – and maybe it's a consultant that we already have working in the City - to come in and say ""Here is your aspiration, here is the software and let's

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Councilmember LeZotte stated that the CMG station at the airport is a \$2.4M asset that not only was built to comply with the air quality litigation done at the airport, but could be a money-making thing as well. She would like to know if there is a plan to market that and would like to have something come back to the committee on next year's workplan with a report out from the airport and, possibly, ESD as to what has been done to market it, what its capacity is and what the plan is going forward.

Upon motion of Councilmember Reed, seconded by Councilmember LeZotte, the Committee accepted the Staff report.

c. Oral Petitions

None

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